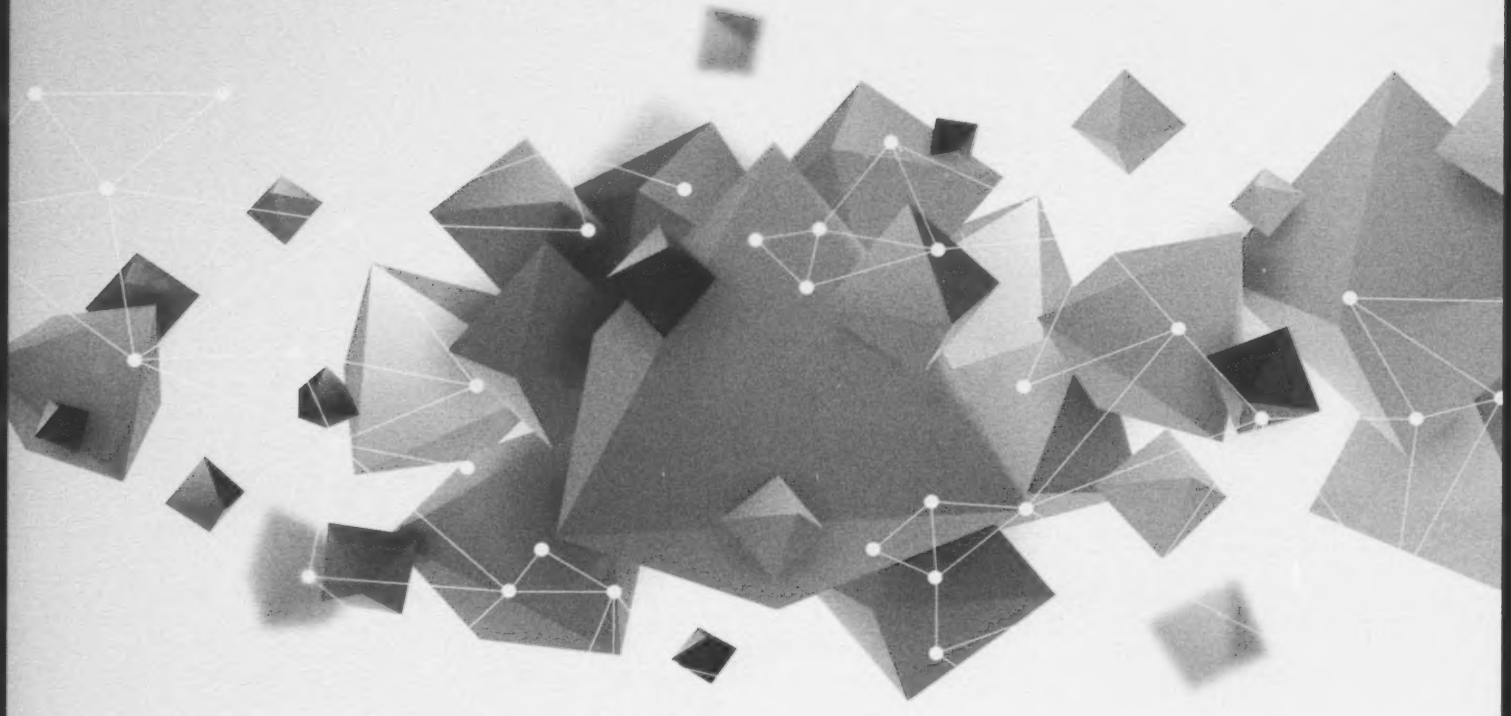
Competition Bureau Canada | Bureau de la concurrence Canada

BUILDING TRUST TO ADVANCE COMPETITION IN THE MARKETPLACE

2018–19 ANNUAL PLAN



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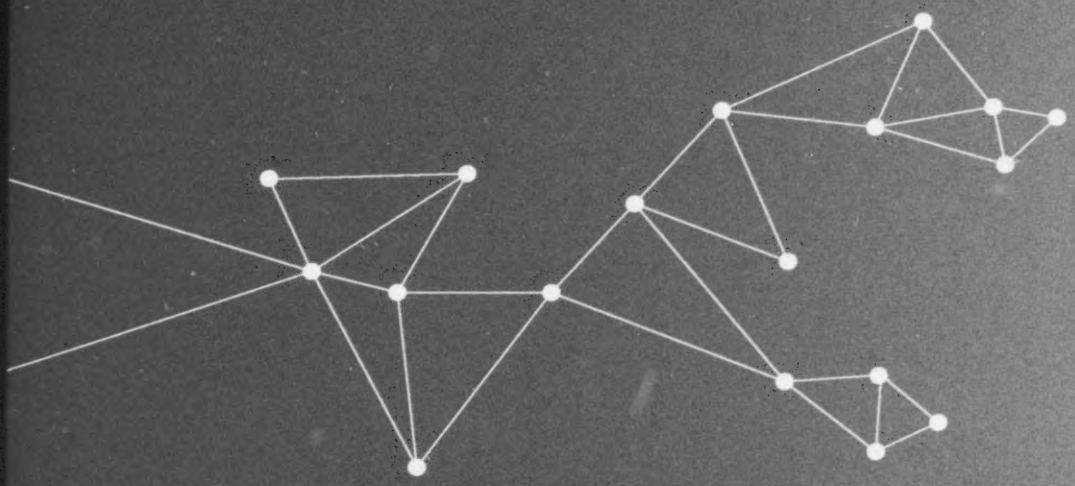

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For more information about the Competition Bureau's activities

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MESSAGE FROM THE COMMISSIONER

Three years ago, we set a strategic vision for our organization. In working to realize it, we have achieved strong results for Canadians — from record-breaking consumer restitutions to supporting innovation in the digital economy and stepping up our forward-looking advocacy in areas like financial technology.

Focusing on innovation is critical because that's what spurs businesses to be more efficient and productive. Innovation drives economic growth and provides consumers with better products and services. Competition fuels that innovation.

As much as markets need competition and innovation, they also need the trust of consumers and businesses to thrive. Building that trust is a key aspect of our work and will continue to be at the heart of our efforts in 2018–19. This includes not only the trust that Canadians have in the marketplace but also maintaining the trust between the Bureau and the legal community involved in competition matters, and among our partners throughout government to develop or amend regulations that will serve Canadians today and into the future.

Over the course of the coming year, we will build on that trust by tackling high-impact cases that have a direct impact on the lives of Canadians, such as the ongoing investigation into alleged bread price-fixing in Canada's grocery sector and allegations of anti-competitive and deceptive conduct in the health and biosciences sector. We will persist in empowering consumers and businesses with timely and accurate information to make the best possible decisions — for example, by shedding light on emerging online pricing issues.

Trust also comes from having a view of what is ahead. With competition, it is vitally important to look forward at changes on the horizon. This is especially important with respect to regulation: as markets, sectors, technologies and business models evolve, regulations need to evolve along with them to remain pro-competitive and innovation-friendly.

With this in mind, we will continue to explore emerging issues, including a market study which will aim to support innovation and focus on an issue that is important to all Canadians.

Partnerships will remain vital to our efforts. For instance, our work in health and biosciences will involve leveraging the experience of international partners, strengthening collaboration with domestic regulators, and providing industry guidance to better inform and protect Canadians.

This plan marks a year of transition as I conclude my term as Commissioner of Competition. It has been a privilege to serve Canadians in this capacity. I am very proud of the work that we have accomplished thanks to the hard work and dedication of our talented and passionate employees. Our work has positioned the Bureau to continue to ensure that consumers and businesses prosper in a competitive and innovative marketplace.

I thank every member of the Competition Bureau team for their tireless work and dedication to our mission and our vision over these past five years. I look forward to the many excellent results for Canadians.

John Pecman
Commissioner of Competition

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BUILDING TRUST TO ADVANCE COMPETITION IN THE MARKETPLACE

Trust is the foundation of a thriving economy — allowing consumers to make choices with confidence, businesses to compete and innovate freely, and regulators to make informed, forward-looking decisions. As Canada's Competition Bureau, we build that trust.

TO LEARN MORE about the Bureau's planning process including how we developed our priorities, please visit our website at **www.competitionbureau.gc.ca**.

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WE ARE CANADA'S COMPETITION BUREAU

OUR RESPONSIBILITIES

Headed by the Commissioner of Competition, the Competition Bureau (Bureau) administers and enforces the *Competition Act*, the *Consumer Packaging and Labelling Act* (except enforcement as it relates to food), the *Textile Labelling Act* and the *Precious Metals Marking Act* (collectively referred to as the Acts).

OUR VISION

To be among the leading competition agencies in the world; one that is open, transparent and collaborative, and that vigorously enforces and promotes competition to provide Canadians with the benefits of a competitive and innovative marketplace.

OUR MISSION

To promote and protect competition for the benefit of Canadians, the Bureau will administer and enforce the Acts with fairness and predictability, to:

- Prevent and deter anti-competitive behaviour and deceptive marketing practices
- Review mergers to ensure they do not harm competition
- Empower consumers and businesses

HOW WE WORK

ADVOCACY	OUTREACH	ENFORCEMENT
ADVICE TO GOVERNMENTS	GENERAL INFORMATION	FACILITATING VOLUNTARY COMPLIANCE
MARKET STUDIES	FORMAL GUIDANCE	CONTESTED PROCEEDINGS
REGULATORY INTERVENTIONS	SPECIFIC ANNOUNCEMENTS	CONSENSUAL RESOLUTIONS

OUR STRUCTURE

Our organization is headquartered in Gatineau, Quebec, and has regional offices in Montreal, Toronto and Vancouver.

Enforcement branches

Cartels and Deceptive Marketing Practices Branch

- Cartels Directorate
- Deceptive Marketing Practices Directorate

Mergers and Monopolistic Practices Branch

- Mergers Directorate
- Monopolistic Practices Directorate

Enforcement support branches

Competition Promotion Branch

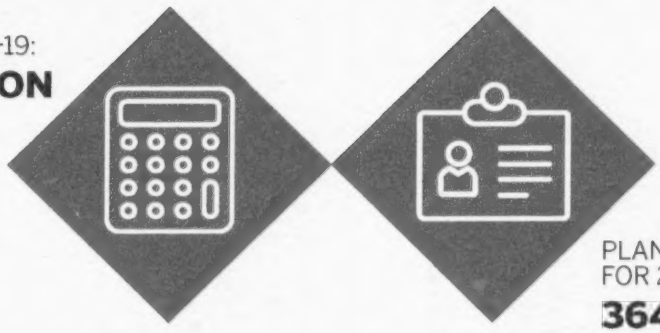
- Economic Analysis Directorate
- International Affairs Directorate
- Policy, Planning and Advocacy Directorate
- Public Affairs and Outreach Directorate
- Compliance Unit

Corporate Services Branch

- Enforcement Services Directorate
- Finance, Administration and Information Management Directorate
- Talent Management and Development Directorate

BUDGET AND EMPLOYEES

BUDGET FOR 2018–19:
$ 52.5 MILLION

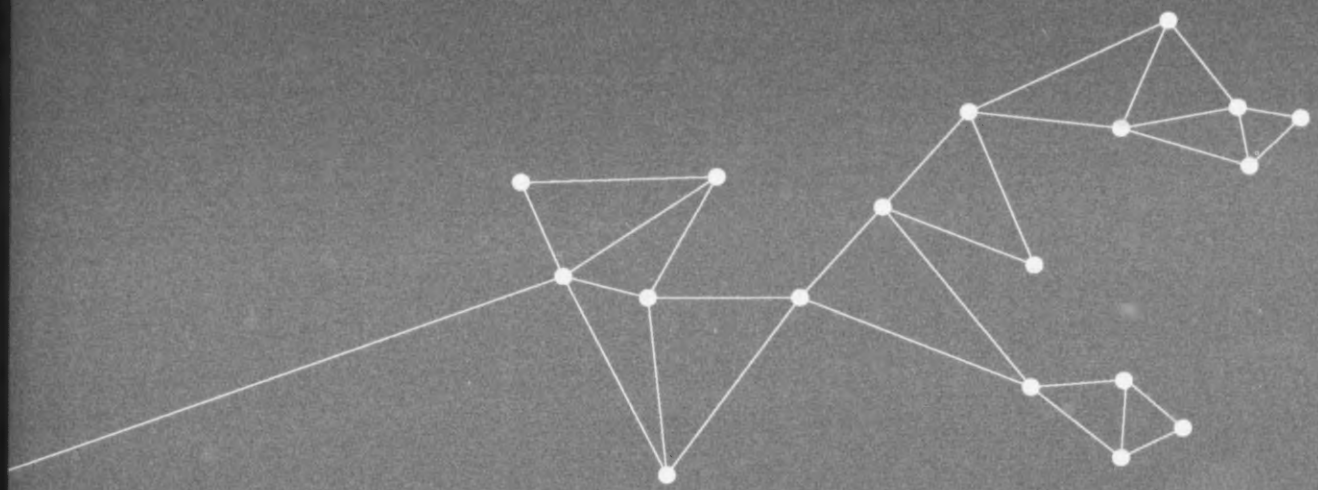


PLANNED FTEs[1] FOR 2018–19:
364

1 Full-time equivalent employees.

OUR PRIORITIES

FOR 2018–2019



PRIORITIES AT A GLANCE

INCREASE COMPLIANCE

Build confidence and support competition and innovation in the digital economy by administering and enforcing our legislation

Safeguard federal infrastructure investments through vigilant detection, prevention and enforcement of bid-rigging and price-fixing

Promote compliance with the *Competition Act* and the adoption of credible, effective compliance programs

New Support competition and innovation in the health and biosciences sector

EMPOWER CANADIANS

New Ensure consumers and businesses have helpful, timely information to make informed decisions

PROMOTE COMPETITION

New Make enforcement and advocacy more transparent through increased communication of our policies

New Advocate for a pro-competitive, innovation-friendly approach to regulations

New Explore a trend or emerging issue from a competition perspective and articulate our approach to enforcement

COLLABORATE WITH PARTNERS

New Encourage dialogue on competition policy and continue to strengthen and develop domestic partnerships

New Strengthen collaboration between international partners to address cross-border anti-competitive activity and promote sound competition policies internationally

CHAMPION EXCELLENCE

New Maintain a high-performing workforce through our Talent Management Strategy and promote a healthy workplace focused on supporting mental health, civility and respect as well as building a diverse and inclusive work environment

Implement our performance measurement culture

Consumers and businesses can trust a market where everyone plays by the rules.

1. DIGITAL ECONOMY

Continue to build confidence and support competition and innovation in the digital economy through the administration and enforcement of our legislation

WHY IT MATTERS

The digital economy is changing the way Canadians work, live and interact with each other, bringing new opportunities to grow the economy, attract investment and create the jobs of the future. Through initiatives like the Digital Technology Supercluster, the federal government is working to ensure Canada is well positioned to capitalize on those opportunities. At the Bureau, we will do our part by continuing to administer and enforce our Acts in ways that promote competition and innovation — anticipating and fighting new forms of anti-competitive conduct to reinforce consumer confidence in the digital economy.

Building on some big wins this past year in cases related to deceptive marketing practices in the rental car and online retail industries, we will continue to prioritize high impact, consumer-focused cases and carry-over 49 ongoing digital economy cases into next year. We will also work on building our digital enforcement capacity to better understand and protect Canadians against new and evolving technologies that have the potential to impede competition and innovation, such as pricing algorithms and blockchain technologies. One of the commitments we have made in support of this priority is to create a new role — Chief Digital Enforcement Officer — within our organization aimed at building knowledge and capacity in this field.

COMMITMENTS

- ***New*** Build capacity in digital enforcement, given the rapidly evolving nature of the digital economy and the increasing risks of anti-competitive behaviour that may not be easily detected using traditional methods
- Prioritize digital economy investigations with high-impact and consumer focus, such as drip pricing practices

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Commence 10 digital economy investigations
- Conclude 5 digital economy investigations

2. INFRASTRUCTURE SPENDING

Continue to safeguard the Government's investments in infrastructure through vigilant detection, prevention and enforcement of bid-rigging and price fixing

WHY IT MATTERS

Investments in infrastructure enhance Canadian communities, providing benefits like more efficient transit and cleaner cities. When companies collude to rig bids or fix prices, not only are these benefits taken away, but it also hurts the economy and can impose a significant cost on Canadian taxpayers. As the Government of Canada continues to strengthen communities across the country through infrastructure spending, we at the Bureau are resolved to safeguard those investments.

Building on the success of our investigations into bid-rigging in the construction sector, we will continue to prioritize high-impact cases in the coming year. Last year, we reached out to the public by launching the Federal Contracting Fraud Tip Line, to report fraud, collusion or corruption affecting federal government contracts. We also worked to better our tools by undertaking revisions to our Immunity and Leniency Programs — our best weapon in combatting criminal anti-competitive agreements — increasing transparency and predictability in light of legal and policy developments. In 2018–19, we will continue to improve our tools, leveraging our updated Immunity and Leniency Programs and using advanced information-gathering techniques such as data-screening algorithms.

COMMITMENTS

- Prioritize high-impact investigations associated with municipal, provincial and federal infrastructure
- Leverage updated Immunity and Leniency Programs, and work to ensure the effectiveness of detection and information-gathering tools (e.g. tip line, screens for bid-rigging)

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- ✔ Publication of final Immunity and Leniency Programs on Bureau website by June 2018
- ✔ Conduct 10 promotional activities in support of the Federal Contracting Fraud Tip Line

3. COMPLIANCE PROMOTION

Continue to promote compliance with the *Competition Act* and the adoption of credible and effective compliance programs

WHY IT MATTERS

Well-informed companies that actively develop credible and effective corporate compliance programs help prevent anti-competitive behaviour before it occurs. That's good for businesses, consumers and the economy, which is why we're committed to taking a proactive approach in preventing anti-competitive behaviour.

Outreach was a big part of this last year, with our teams delivering compliance presentations in every province and territory — more than 30 in total. In 2018–19, we will continue to promote compliance with the *Competition Act* and encourage companies to adopt compliance programs that contribute to a healthy, innovative economy in which Canadians can have confidence. Specifically, we will continue to focus on small and medium-sized enterprises, which represent 99.7%[2] of all businesses in Canada yet typically lack the resources needed to adopt compliance programs. We will also provide targeted outreach to public procurement authorities, who can then promote compliance to their stakeholders and provide us with information about observed activity in their areas of focus.

COMMITMENTS

- Deliver outreach presentations and promote best practices to the public procurement community (federal, provincial and municipal bodies)
- Focus compliance promotion and collaboration on small and medium-sized enterprises, in-house counsel and trade associations across Canada

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Deliver 15 bid-rigging presentations to public procurement agencies and communities
- Deliver 15 compliance presentations to small and medium-sized enterprises, in-house counsel or "umbrella" trade associations

2 Innovation, Science and Economic Development Canada, Small Business Branch. (June 2016). *Key Small Business Statistics.* https://www.ic.gc.ca/eic/site/061.nsf/vwapj/KSBS-PSRPE_June-Juin_2016_eng-V2.pdf/$file/KSBS-PSRPE_June-Juin_2016_eng-V2.pdf

4. HEALTH AND BIOSCIENCES

Support competition and innovation in the health and biosciences sector

WHY IT MATTERS

The health and biosciences sector touches all Canadians, whether through access to prescription drugs, affordable health care or innovations that keep people healthier for longer. In particular, the pharmaceutical industry is among the most innovative and rapidly evolving industries in the country. In 2017, the value of pharmaceutical manufacturing production in Canada reached $9.6 billion, up 31% from just five years earlier.[3] Given its public importance, its rapid pace of change, and the size of the industry, we will continue to pursue allegations of anti-competitive conduct that may arise.

In 2018–19, ensuring competition and innovation in health and biosciences will be a priority for us. We will leverage the expertise of international counterparts who are already actively enforcing competition laws in this sector and will continue to strengthen collaboration with domestic partners, such as the Patented Medicine Prices Review Board and Health Canada, to increase our reach and promote information sharing. We will also establish criteria for the types of false, misleading or fraudulent health-related and performance claims to be considered for potential enforcement actions and participate, wherever possible, in law enforcement 'sweeps' and other joint public education efforts with our international counterparts to safeguard consumers against deceptive marketing practices.

COMMITMENTS

- ***New*** Collaborate with and leverage other international agencies' experience to support enforcement in the health and biosciences sector
- ***New*** Strengthen collaboration and dialogue with provincial and federal health regulators to deepen outreach and increase awareness and information sharing
- ***New*** Provide industry guidance, as appropriate, using a variety of tools (e.g., guidance documents, roundtables)

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Hold 7 meetings with domestic and international agencies or regulators
- Complete 1 agreement with domestic and international agencies or regulators
- Post 2 guidance documents

3 Statistics Canada. Table 304-0014 – Manufacturers' sales, inventories, orders and inventory to sales ratios, by North American Industry Classification System (NAICS), Canada, monthly (dollars unless otherwise noted).

> The best way to build trust is by giving Canadians the power to make informed decisions for themselves.

5. CONSUMER AWARENESS

Ensure consumers and businesses have helpful and timely information to allow them to make informed decisions

WHY IT MATTERS

Deceptive marketing practices and fraud cost everyone. Deceptive marketing practices hurt economic growth by eroding consumer confidence and negatively impacting honest businesses. From January 2014 to December 2017 alone, Canadians lost more than $405 million to fraudsters.[4]

At the Bureau, we believe knowledge is power. We're committed to providing consumers and businesses with helpful and timely information that will allow them to make informed decisions. In 2018–19 we will continue to increase our public engagement and social media presence through initiatives such as our annual Fraud Prevention Month campaign and our consumer and business alerts. We will do this by leveraging our partnerships and exploring new ways to inform Canadians in a timely manner about existing and emerging deceptive marketing practices.

We will undertake a study to help Canadians better understand digital pricing practices, including new and evolving pricing techniques. To help build consumer trust in the digital economy, we need to ensure that digital pricing practices are fair and transparent. The study will help address this by providing consumers with timely, relevant and accurate information that will help them make more informed decisions and transact with more confidence when shopping online.

COMMITMENTS

- ***New*** Commence a study to help Canadians understand new digital pricing practices and how they affect competition
- Keep Canadians informed of new and topical deceptive conduct and leverage partnerships to communicate our messaging on deceptive marketing practices to Canadians in a timely manner
- Use public awareness campaigns such as Fraud Prevention Month to protect Canadians by helping them recognize, reject and report fraud

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Publish 12 consumer or business alerts
- Increase reach of Fraud Prevention Month campaign on Twitter by 5%
- Increase the number of partners supporting and communicating messaging on Fraud Prevention by 10%
- Launch a Call for Information for the digital pricing practices study in the summer of 2018

4 Competition Bureau. (February 2018). *Fraud Facts – Recognize. Reject. Report Fraud.* http://www.competitionbureau.gc.ca/eic/site/cb-bc.nsf/eng/04334.html

With trusted information, regulators can create conditions for competition that spurs innovation.

6. TRANSPARENT COMMUNICATION

Communicate the Bureau's policies in an effort to further promote transparency surrounding enforcement and advocacy

WHY IT MATTERS

Transparency is key to building trust. It instils confidence, raises awareness and ensures accountability. As an organization, we are dedicated to improving our own organizational transparency.

In 2018–2019, we plan to do this through more effective communication of our policies, the publication of new guidance documents (including revised *Abuse of Dominance Guidelines*, a *Market Studies Information Bulletin* and a new volume of *Deceptive Marketing Practices Digest*) and building on the success of our social media campaign this past year with the implementation of a new social media strategy.

COMMITMENTS

- ***New*** In light of key Competition Tribunal decisions and greater enforcement experience, publish revised *Abuse of Dominance Guidelines* to provide greater clarity on our approach to abuse of dominance cases
- ***New*** Increase transparency on our approach to market studies by publishing a *Market Studies Information Bulletin*
- ***New*** Enhance communication and transparency by providing guidance and advice on matters of ongoing interest in advertising and marketing
- ***New*** Increase our reach by implementing a social media strategy

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Publication of revised *Abuse of Dominance Guidelines* by July 2018
- Publication of a draft *Market Studies Information Bulletin* by June 2018
- Publication of a new volume of the *Deceptive Marketing Practices Digest* by July 2018
- Increase social media engagement and social media followings by 10%

7. FORWARD-LOOKING ADVOCACY

Advocate for regulators and policymakers to take a pro-competitive and innovation-friendly approach to regulations

WHY IT MATTERS

Innovation drives economic growth. The federal government is focused on making Canada a world-leading centre for innovation. But unnecessary and over-restrictive regulations can stifle competition and innovation — making it important for Canada to have a regulatory environment that supports and promotes competition and innovation. That's why we advocate for regulators and policymakers to take a pro-competitive and innovation-friendly approach to regulations.

Last year, we published a market study on new financial technologies and made recommendations to regulators and policymakers on how best to promote competition and innovation in the financial services (FinTech) sector. Building on the success of that market study, we will continue to advocate in this sector and keep the conversation going. In the coming year, we will also undertake a new market study aimed at supporting innovation and focusing on an issue that is important to all Canadians.

To ensure our advocacy work has the greatest impact on consumers and the economy, we will adopt an approach involving a more systematic and evidence-based assessment of where our efforts are likely to have the greatest impact and benefit Canadians most. This approach will include using environmental scanning to help identify emerging issues, both domestically and abroad, as well as strengthening our stakeholder engagement to better understand the challenges faced by people and businesses across Canada.

COMMITMENTS

- ***New*** Employ a wide range of advocacy tools, including a market study, to advocate in favour of competition and innovation
- Continue to promote technology-led innovation in the financial services sector through advocacy work

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Publication of a market study notice in May 2018, followed by consultations
- Provide 4 representations before regulatory bodies
- Carry out 20 other advocacy interventions
- Carry out 10 FinTech-focused advocacy interventions

8. EXPLORING EMERGING ISSUES

Explore a trend or emerging issue from a competition perspective, and articulate the Bureau's approach in enforcement matters

WHY IT MATTERS

Markets are constantly changing. Those who stay ahead of these changes are best prepared to capitalize on them — to achieve better growth and generate better jobs.

Last year, we released a white paper exploring key competition-related challenges brought about by big data. In 2018–19, we will continue our proactive approach by publishing a white paper on merger efficiencies, looking at the issue from a competition perspective and articulating our innovation-centered approach to enforcement.

Efficiency claims have taken on greater significance for merger reviews in Canada as a result of recent jurisprudence from the Supreme Court of Canada. Yet, antitrust agencies in other jurisdictions have often noted the inability of firms to realize predicted post-merger synergies. Our new white paper aims to look at efficiencies that have been achieved — or not — as a result of past mergers, with the goal of sparking discussion, promoting innovation and informing merger enforcement.

COMMITMENTS

- ***New*** In support of competition enforcement, advance thinking and understanding on an emerging competition issue linked to innovation
- ***New*** Stimulate discussions and support merger enforcement by conducting a study focused on efficiencies

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- ✔ Publication of a white paper on merger efficiencies in 2018

Fostering trust with our domestic and international partners allows us to cooperate, collaborate and ensure competition across borders.

9. DIALOGUE AND PARTNERSHIPS

Encourage competition policy dialogue and continue to strengthen and develop domestic partnerships

WHY IT MATTERS

Doing better starts by working together: establishing and leveraging strong, collaborative, mutually beneficial partnerships to raise awareness and drive important conversations forward. In the coming year, we will continue to encourage this kind of dialogue on competition policy and strengthen and develop our relationships with domestic partners — maximizing our resources, sharing information and best practices, and better promoting and enforcing competition.

We will expand our network of partners by engaging with stakeholders in academia and other government agencies. As a new commitment, we will further strengthen collaboration and increase transparency with the Canadian Bar Association — for example, by leading consultations on topics such as merger service standards and service fees.

COMMITMENTS

- ***New*** Continue to provide thought leadership and share our competition expertise, knowledge and insight with various levels of government, sector regulators, businesses and consumers
- ***New*** Strengthen collaboration and increase transparency with the Canadian Bar Association, including through consultations on topics such as merger service standards and service fees, as well as supplementary information requests
- Develop and strengthen relationships with domestic stakeholders, including academia and other government agencies to inform and advance competition policy

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Hold 5 bilateral meetings with other government agencies
- Hold 5 meetings with new stakeholders

10. INTERNATIONAL COLLABORATION

Strengthen collaboration and comity between international partners to further promote and protect a competitive marketplace, address anti-competitive activity that crosses borders, and promote sound competition policies internationally

WHY IT MATTERS

International collaboration enables open dialogue to address concerns, build consensus and share knowledge and best practices. By strengthening collaboration and comity with our international partners, we will continue to protect Canada's competitive marketplace, address cross-border anti-competitive activity and promote sound competition policies internationally.

We were very active in the international community last year and will carry that momentum forward. Following the success of the 14th annual International Competition Network (ICN) Cartel Workshop we hosted in 2017, we will continue our leadership role in the ICN as co-chair of the Agency Effectiveness Working Group. As we have done in the past, we will participate in capacity-building efforts and events to share knowledge with international counterparts, and will advocate for competition in Canada's free trade agreements.

COMMITMENTS

- ***New*** Advocate for robust competition policy provisions in Canada's free trade agreements that reflect the principles of procedural fairness, transparency and non-discrimination
- Continue to develop relationships with our international counterparts of economic importance to Canada and facilitate enforcement cooperation through regular contact, meetings and staff interchanges
- Continue leadership roles in international fora such as the ICN, the Organisation for Economic Co-operation and Development and the International Consumer Protection and Enforcement Network to promote best practices at an international level, and continue to co-chair the ICN Agency Effectiveness Working Group
- Broaden and deepen international networks to support and facilitate enforcement cooperation through capacity building initiatives

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- ✔ Engage in 2 capacity-building initiatives
- ✔ Engage in 2 staff exchanges with international counterparts
- ✔ Sign 2 cooperation instruments
- ✔ Attend or organize 9 seminars or workshops

By pursuing excellence and being accountable for our performance, we earn the trust of our stakeholders and all Canadians.

11. ORGANIZATIONAL EXCELLENCE

Maintain a high-performing workforce by continuing to implement the Bureau's Talent Management Strategy and promoting a respectful, civil, diverse, healthy and inclusive work environment

WHY IT MATTERS

Supporting a healthy, diverse and high-performing workforce allows the Bureau to perform at its best. Investing in our people is essential to delivering on our mandate and improving wellness, motivation and performance.

The ongoing implementation of our Talent Management Strategy is key to ensuring that we have the workforce we need now and into the future. Over the last year, we focused on developing and growing our workforce through enhanced performance and talent management, improved training and greater access to learning opportunities, and promoting mobility to ensure we have a well-rounded workforce that can respond to emerging challenges. We will build on these efforts into 2018–19 with targeted training to meet the specific development and learning needs of our employees in order to deliver on our mandate.

Mental health and wellness matter to all Canadians, with one in five expected to experience some form of mental illness in their lifetime.[5] In 2017–18, we actively promoted awareness of and engagement in mental health issues through our Workplace Wellbeing Network and campaigns like Not Myself Today. Going forward, we will support further awareness campaigns and activities for employees and managers that promote workplace wellness. Major themes to be addressed include civility, harassment prevention and flexible workplace arrangements.

Finally, as part of our commitment to diversity and inclusiveness, we will explore new approaches to recruitment and outreach to ensure a diverse and inclusive workforce that will strengthen our ability to deliver on our broad advocacy, outreach and enforcement activities.

5 Canadian Mental Health Association. (2016). Fast Facts about Mental Illness. http://www.cmha.ca/media/fast-facts-about-mental-illness/

COMMITMENTS

- Ensure Bureau employees have the necessary skills and training to effectively deliver on our mandate and keep up with the increasingly complex and fast-changing economy
- Continue activities aimed at improving and encouraging workplace wellness at the Bureau
- Continue activities aimed at diversifying and renewing the Bureau's workforce through increased awareness and training related to diversity and inclusiveness and the use of both official languages

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Offer 80 training or information sessions, 15 individual leadership training sessions, 10 individual second language training courses and 40 group second language training courses
- Carry out 1 activity related to workplace wellness per month
- Carry out 25 activities related to diversity and inclusiveness
- Development and partial rollout of Criminal Investigator Training Program for Cartels and Deceptive Marketing Practices Branch officers and paralegals by July 2018

12. ACCOUNTABILITY

Continue to implement the Bureau's performance measurement culture and use performance measurement to better plan our work, assess our results achieved, interpret our organizational success and look for areas of learning and improvement

WHY IT MATTERS

Our ultimate goal is to help Canadians. Measuring our effectiveness allows us to make better decisions and focus on what matters most. Institutionalizing performance measures gives us a mechanism for improving our effectiveness, achieving alignment with our strategic objectives, provides key benchmarks, and helps make the allocation of resources more efficient.

In 2018–19, we will continue to foster a performance measurement culture within our organization to better plan our work and look for opportunities to learn and improve. We will be developing a Performance Measurement Framework — in part by working with external partners to obtain data that shows our impact on competition, prices and pro-competitive regulations.

We will also begin developing surveys to collect stakeholder views on awareness, engagement and behavioural changes related to competition issues as further assurance that our work is addressing Canadians' priorities and concerns.

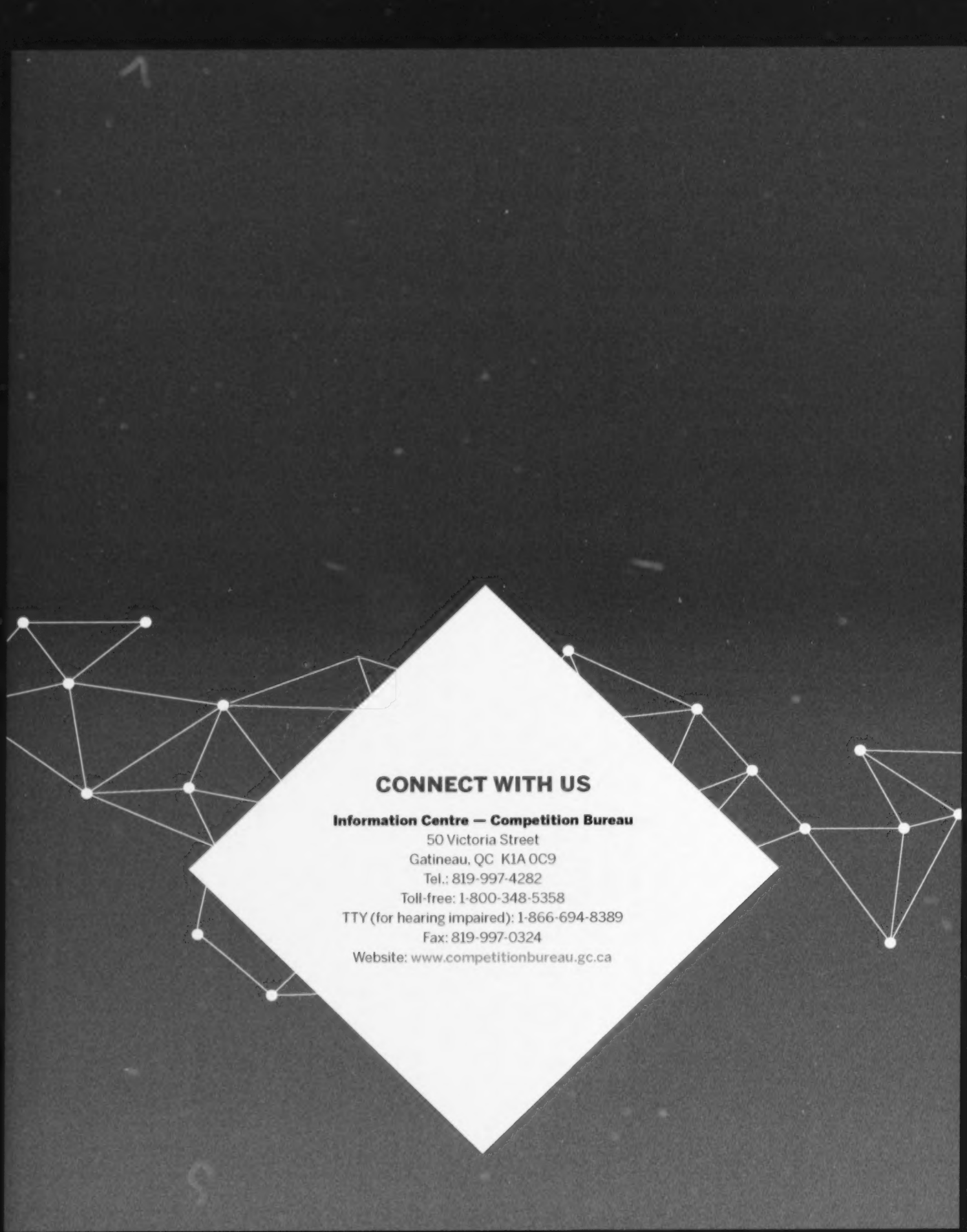
COMMITMENTS

- ***New*** Establish a Performance Measurement Unit to support the development of our Performance Measurement Framework
- ***New*** Work with external partner(s) to obtain the necessary data to support the demonstration of the Bureau's impact on competition, prices and pro-competitive regulations
- ***New*** Commence the development of surveys to collect stakeholder views on awareness, engagement and behavioral change

MEASURING SUCCESS

Some of the targets we will use to track and measure our performance include:

- Creation of a Performance Measurement Unit with defined work objectives for a one-year pilot period starting April 2018
- Provide at least 2 sessions of in-house training on the use and benefits of performance measurement



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